

Strategic Human Resource Management

UI :- Evolution - Meaning - Objectives - Functions - Role & Need of HRM.

Strategic HRM - Definition - Components - Objectives - Need Importance & Role, Traditional HRM Vs SHRM
Difference between SHRM and HRM, Strategies, Hard Vs Soft HRM

Human Resources Management

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Human Resources Management is Planning, Organising, Directing and Controlling of Procurement, Development, Compensation, Integration, Maintenance and Separation of human Resource for accomplishment of objectives of Individual, organisational and social objectives.

Objectives of HRM

- (1) To help in achievement of organisational goals
- (2) To provide organisation with well Trained and well Motivated Employees
- (3) To Employ Skills and abilities of the workforce Efficiently.
- (4) To Increase Employee's job satisfaction and Self actualisation
- (5) To Develop & Maintain a Quality of work life
- (6) To Communicate HR policies to all Employees.
- (7) To be Ethically & Socially Responsive to the Needs of the Society.

Features of HRM

- (1) Pervasive Force: The HRM is present in all types of orgns and at all Levels of Mgmt.
- (2) Action-oriented: HRM focusses on Action. So the Problems of workers are solved by Rational policies.
- (3) Individual-oriented: It tries to help Employees develop their potential fully. It encourages them to give out their best to Orgn.
- (4) People Oriented: HRM is oriented towards Individual and groups. It tries to put people on assigned jobs to produce good results. This leads to reward people and motivate them.
- (5) Development oriented: HRM helps to develop the full potential of Employees. So Training is provided to Employees. Job rotation is done to gain Experience & Exposure.
- (6) Integrating Mechanism: HRM helps to build and maintain Cordial Relationship between people of various Levels. So there is integration of human Assets for better service.
- (7) Challenging function: Managing human Resource is a challenging job due to dynamic nature of people. People have Emotions and Sentiments so they cannot be treated like Machines. So they have to be handled Tactfully.
- (8) Auxiliary Function: HR Depts provide Assistance and Advice to the line Managers to do their work more effectively.

⑨ Inter Disciplinary Function:

HIRM is a Multidisciplinary activity by utilizing knowledge & Inputs from psychology, Sociology, Anthropology, Economics.

⑩ Continuous Function: It is a Continuous function which requires Constant Alertness and awareness of human relations.

Role of human Resources Managers.

HR Managers wear Many hats.

They perform three different types of Role to meet the requirement of Employees and customers. The Roles are

- * Administrative Role ✓
- * Operational Role ✓
- * Strategic Role ✓

Administrative Role.

(1) Policy Maker: * He helps the Management in formation of policies related to Talent Acquisition & Retention, Wage & Salary Administration, welfare Activities, working Condition etc.

(2) Administrative Expert: The Administrative Role includes

- * Processing & Record Keeping
- * Maintaining Employee Files
- * " HR Related Databases
- * Processing Employee benefit claims
- * Queries related to leave, Medical Facility

(3) Advisor: He performs his function by Advising, Suggesting, Counselling and helping the line Manager in dealing issues related to Grievance Redressal, Conflict Resolution, Selection & Training

- 4) House Keeper: The House Keeping Role includes
 * Recruiting, Pre Employment ^{Testing} Training, reference checking, time keeping, WASA, Benefits & Pension Administration
- (5) Counsellor: The 'Counselling' function of HR Manager are
 * Discuss various problems of Employees relating to work, Career, their supervisors, Colleagues^a etc and advise them in minimizing and overcoming problems.
- (6) welfare officer: The HR Manager is also the welfare officer of the Company. As welfare officer he
 * he provides and maintains canteen, hospital, creches, Educational Institutes, clubs, library etc.
- 7) Legal Consultant: He is Expected to take the Role of
 * Grievance handling, settlement of Disputes, doing collective Bargaining, Implementation of Labour Laws etc.

II operational Roles: These Roles are considered to be Tactial in Nature. They are

- (i) Recruiter: As Recruiter he has to use their Experience and develop a path of growth for New Recruits without any Increase in financial Burden of Company.
- (2) Trainer, Developer and Motivator :- HR Manager has to
 to find skill Deficiencies from Time to Time, offer Training and bring out hidden Talents of Employees from Time to Time

(iii) Co-ordinator/Linking Pin :-

He is often a Linking pin between Various Departments. This is primarily done to develop rapport with Divisional heads,

(iv) Mediator : HR Manager acts as a mediator if there exists friction between Two Employees, Group of Employees, Superior-subordinate, Employees and Management.

(v) Employee champion : He is considered as Company Morale officer". He as champion he has to

- a) Place people on the Right Job
- b) charting suitable career path for Each Employee.
- c) Rewarding performance
- d) Resolving Differences between Employees & Groups.
- e) Adopting family friendly policies
- f) Ensuring Equitable Treatment of all people
- g) Striking a balance between Employee's personal & Professional Needs.

Need of human Resource Management :

- (1) Strategic Management
- (2) Training & Development
- (3) Employee Relations
- (4) Conflict Management
- (5) Compliance

(1) Strategic Management : HR Manager oversees strategies to

Ensure that company meets its objective:

HR Manager also helps in ^{in strategically} to hire right people who helps to achieve objectives.

(2) Training & Development :-

Employee development ~~with~~ helps needs proper Training & upskilling and it will benefit the organisation to achieve goals & objectives.

Training in soft skills ^{is} indirectly related to position of organisation.

(3) Employee Relations : HRM provides a great deal of Relationship between Employers and Employer.

Positive Employee Relations provide a positive work Environment, Aids Motivation and higher Productivity.

(4) Conflict Management : HRM plays a Key Role in understanding the Issues and solve those effectively.

HRM Aids in effective Communication which helps to solve Issues at faster Rate and establish a healthy work culture.

- 5) Compliance: HR helps ensures that organisation complies with all Employment laws & Regulations

Strategic HRM

Definition :-

SHRM means formulating & Executing human Resource policies and Practices that produce the Employee Competencies and behaviour that the Company Needs to Achieve its Strategic Aims.

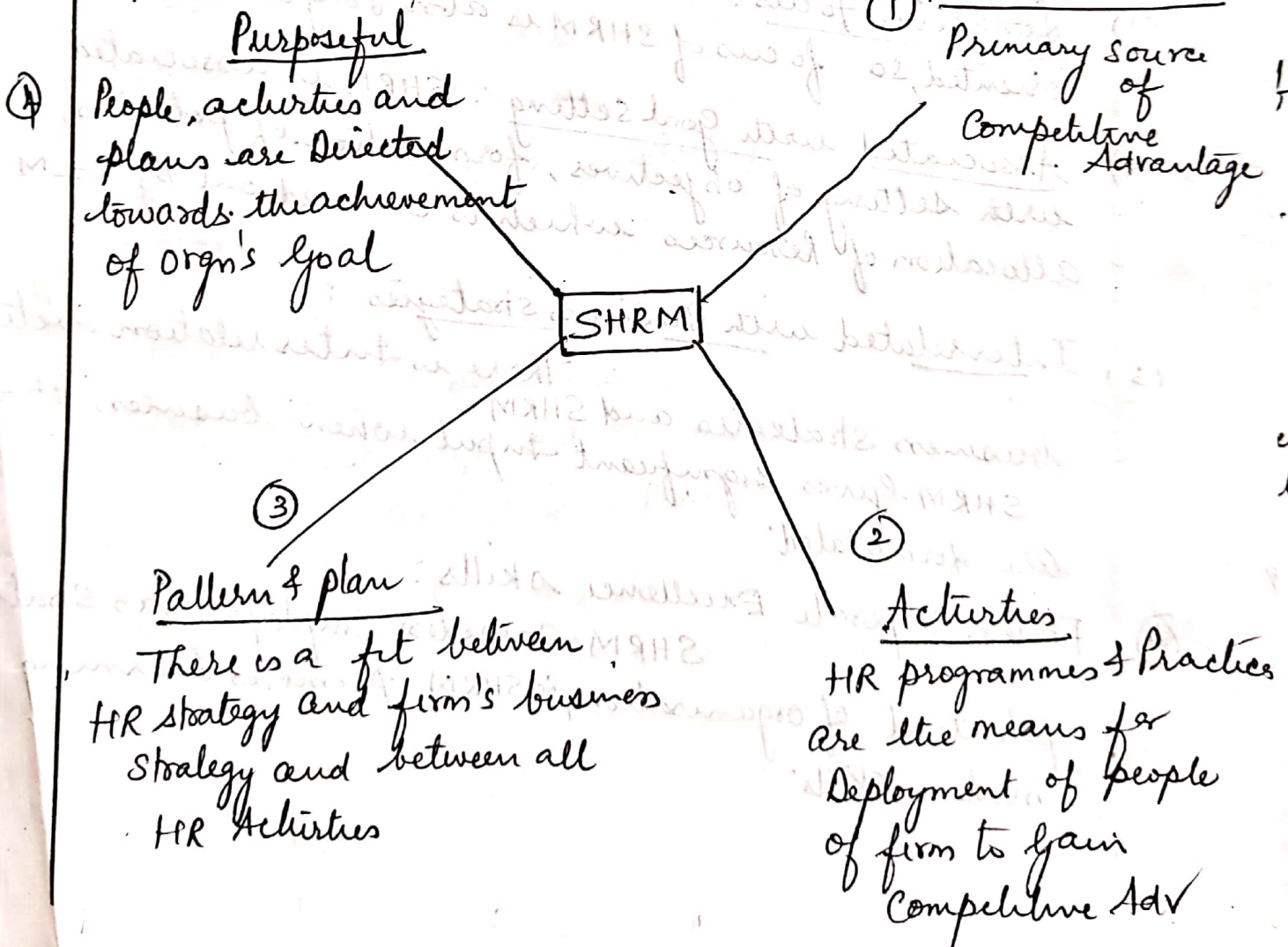
It is also "the pattern of planned human Resource Deployments and Activities intended to Enable an orgn to achieve its goals".

Nature of SHRM:

- (1) Long term Focus:- All business strategies are Long term oriented, so focus of SHRM is also Long term.
- (2) Associated with goal setting: SHRM is associated with setting of objectives, formulation of policies, allocation of Resources which is carried out by TLM.
- (3) Interrelated with Business strategies: There is interrelation between business strategies and SHRM. SHRM gives significant input when business strategies are formulated.
- (4) Fosters Corporate Excellence skills: SHRM Considers Employees as Strategic potential of organisation, so SHRM promotes Learning of modern Skills.

Components of SHRM

- (1) In SHRM, the focus of the Orgn is considering the Organisation's human Resources (People) as the primary Source of Competitive Advantage of Orgn.
- (2) The HR programs, policies and practices of the Orgns act as a means through which the people of the Organisation can be deployed to gain Competitive Advantage.
- (3) There is a fit between HR strategy and Orgn's business strategy and HR activities of Orgn.
- (4) The people, practices and Planned patterns are directed towards achievement of goals of the Orgn.



Objectives of SHRM

- (1) plan for Manpower Requirements for its business located in National and International Markets
- (2) Conducts scientific selection and Appointment of Employees for business operation of right type & Right in number.
- (3) Train the Employees on Technology in use and working procedure for Developing their skills and Knowledge
- (4) place the Employees at jobs according to their areas of specialisation
- (5) Provide opportunities for the Employees deserving on the scientific basis
- (6) Compensate Employees according to their skills, Experience and Contributions
- (7) Maintain Employees Motivation, & Satisfaction & Co-operation in Orgn.
- (8) Improve Industrial Relations, Industrial peace & harmony at work place
- (9) Encourage Employees for their Co-operation, Commitment & higher performance at work.
- (10) Contribute through Manpower in Improvement of organisational performance and organisational effectiveness in business
- (11) Contribute in Profitability, progress and Image of the Orgn.
- (12) Stay Competitive and Effective in business for growth & Excellence in Global Market.

Need for SHRM

- ① The focus of SHRM is on actions that distinguish organisation from its competitors
- ② It provides Idea to allocate the resources of orgn to most match and Capable Employee
- ③ SHRM keeps track of downturns, downfalls, risks and other business acqurement
- ④ SHRM takes part in Employee Recruitment, hiring, training and assessment processes
- ⑤ SHRM helps in business's Decision making task
- ⑥ SHRM gives Emphasis to organisational Code of Moral Values and
- 7) SHRM provide tactics and Resection Proposal to the Director of Orgn.
- 8) SHRM integrates HR work flow, defines New Goals, align Employee work force for business Development.

Importance of SHRM

- (1) Identifying and Analyzing External opportunities and threats that may be crucial to Company's success
- ② Provide a clear business strategy and Vision for future
- ③ To provide Competitive Intelligence that may be useful in Strategic planning process
- ④ To recruit, retain and Motivate people
- ⑤ To Develop & Retain highly Competent people
- ⑥ To Ensure that people Development issues are addressed
- ⑦ To Ensure high Productivity
- ⑧ To Supply Information regarding Company's Internal S/W
- ⑨ To Meet Expectations of the customers effectively
- ⑩ To Ensure business surplus through Competency

Role of SHRM

- ① Strategic Role :-
* It includes formulating business Decisions, translating Corporate strategy into Human Resource strategy, train Employees on customer needs.
- ② Information & Decision-making Role :-
The HR Dept must inform and advise the Orgn about the various best Practices like efficiency in customer services. The Decisions about problems in Employee relations are also taken.
- ③ Strategic HR functional Role :-
In this Role, HR must select, Design and Implement planning and appraisal system for the Employees.
- ④ Administrative Role :- * HR must Implement policies and procedures for the Orgn. * HR must also take steps to Improve the Administrative system of Orgn.
* HR also organises various T & D programmes to Encourage Employee Involvement; motivate Employees to become flexible.

Traditional HRM vs SHRM

Basis	Traditional HRM	SHRM
① Responsibility for HR Program	Staff Personnel in the HR Dept	Line Managers, all Managers are responsible so all Managers are HR Managers
② Focus of Activities	Employee Relations - with focus on Employee Motivation, Productivity Compliance with Laws	Partnership with Internal (Employees) and External (customers, Stakeholders) groups
③ Role of HR	Reactive and Transactional	Proactive and Transformational
④ Initiative for change	Slow, piecemeal, Fragmented, not integrated with larger Issues	Fast, flexible, systemic, change initiatives are done in relationship with other HR systems
⑤ Time Horizon	Short term	Consider various time frames (short, medium and large term)
⑥ Control	Bureaucratic control through rules, procedures and policies	Control through flexibility
⑦ Job Design	Focuses on scientific mgmt Principles	Broader Job Design, flexibility, teams and groups
⑧ Important Investment	Capital, Products, Tech & Finance	People with Knowledge skills & abilities
⑨ Accountability	Cost center	Investment center

விடைப் புத்தகம்

அரசாங்க நிறுவனத்தின் }
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பெயர் _____
பதிவேண் _____ எழுப்பு _____

பாடம் _____
தேர்வு _____
தேர்வு தொடங்கும் முன்னர் தேர்வு எழுது
பொரால் புத்தி செய்யப்பட வேண்டியவை

Difference between SHRM and HR Strategies :

- SHRM
- (1) It is a general approach to strategic Mgmt of human Resource
 - (2) Aligned with the Organisational Intention about its future direction
 - (3) Focus on long-term People Issues
 - (4) Defines the areas in which specific HR strategies need to be developed
 - (5) Focus on Macro Concerns like structure, culture
 - (6) Strategic HRM Decisions are build into the strategic business plan

- HR Strategies
- Outcome of the general SHRM approach
 - Focus on specific organisational intentions about what needs to be done
 - Achievement of Corporate strategy
 - Human Resource Strategy Decisions are Derived from SHRM

Hard Vs Soft HRM

Hard HRM:

The focus is to identify work force needs so that you can recruit and manage as you need.

The Main Features are

- (1) Regular changes in Employee Numbers
- (2) Little business Transparency
- (3) Lower wages
- (4) Little to No Empowerment of Employees
- (5) Appraisal systems focus on good & bad performance
- (6) A old fashioned style of leadership.

Soft HRM

This approach treats employees as an essential resource in your business.

The focus is for the needs of your staff including rewards & motivation.

Main Features are

- (1) Focus is on long term planning for your business and its work force.
- (2) A open and transparent business model with good comm.
- (3) Competitive pay, Benchmarking on salary and Bonus package.

4) Employee Empowerment

5) Appraisal Systems that identify Training opportunities and Professional Development

6) A More Democratic type of Leadership.